

MPD RECRUITING AND RETENTION UPDATE FY19 Q2

Alex Smith, Chief HR Officer October 2018

MPD recruiting and retention strategic plan Executive summary

Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase MPD complement to 2,300 by 2020.

In order to do this we have the following plan:

- 1. Evolve City of Memphis culture: build a culture focused on collaboration, innovation, accountability, and service
- **2. Enhance police recruiting efforts**: add 200 new officers per year
- **3. Enhance force multiplier recruiting efforts**: maintain complement of 100 PSTs
- 4. Lower sworn officer turnover to 2013 levels: 115 sworn officers per year

MPD Recruiting and Retention – Goal Progress

Goal	Progress
Enhance police recruiting efforts	In 2014 and 2015 MPD had zero hiring
	Since January 2016:
	we have hired 423 PIIs
	we have graduated 235 PIIs
	2019 and Beyond
	Plan to hire 300 PIIs per year
Enhance force multiplier recruiting	Currently have 111 PSTs
	Continue to invest in PST and Blue Path programs
Lower sworn officer turnover	YTD sworn attrition 105 officers
	Since 2015 sworn attrition has dropped 25%

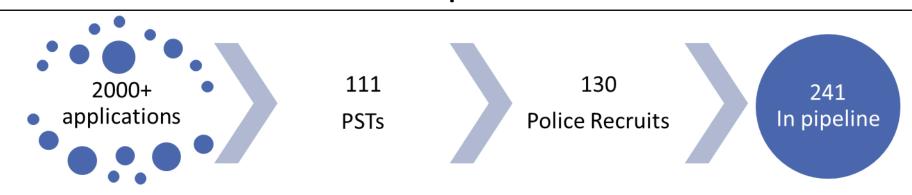
MPD Class Information

PR Class	Total Hired	Total Graduated	Academy Attrition
123	110	85	25%
124	100	84	15%
125	73	66	6%
126	44	38 (approx) (graduate 12/06)	14% (approx.)
127	96	TBD	TBD
Totals	423	273	15% (avg)

MPD Current Compliment (as of Oct 15, 2018)

Role	YTD Number of Employees	Target Number of Employees (12/18)
Commissioned Officers (includes PII Prob)	2003	2006

MPD 2018-2019 Talent Pipeline



MPD Police Recruiting Challenges and Solutions

Recruiting Challenges	Solutions
Candidate interest	 National Recruitment Marketing Firm Jobs4Police.com partnership – in progress National Fraternal Order of Police Continue to promote Best in Blue commercial on Pandora, TV, Radio, Google, YouTube, and Social Media Delayed entry program Soldier for Life partnership – in progress Continue local recruitment initiatives
Candidate physical fitness	Detailed review of expectationsConditioning camp

Background Challenges	Solutions
Background completion	Clear RACI
	 Increased number of investigators
	 Routing civilian backgrounds to TBI
	 Guardian background investigation tool

MPD Attrition (as of Oct 15)

	Police Services								
	Commissioned		Non-Commissioned		All Employees				
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
2012	43	31	83	10	25	55	53	56	138
2013	45	57	115	6	17	40	51	74	155
2014	77	83	168	17	23	52	94	106	220
2015	71	111	182	5	18	23	83	121	227
2016	72	68	140	10	35	45	81	103	185
2017	70	65	135	6	37	43	76	102	178
YTD 2018	58	47	105	3	24	27	61	71	132

MPD Retention Bonus Update

- **2017**: 624/703 (89% take rate)
 - 26 terminations
 - 1 ADAAA
 - 17 Resignations
 - 8 Retirements
- **2018**: **13**/30 (43% take rate) (work-in-progress)
- Next Payout November 2018
 - 598 (598/624 96% Retention Rate)
 - Pay out (\$802,200)
 - 84 Silver (\$1,200 = \$100,800)
 - 348 Gold (\$1,300 = \$452,400)
 - 166 Platinum (\$1,500=\$249,000)

MPD Police Retention Challenges and Solutions

Retention Challenges	Solutions
Career advancement	 Promotions for 4 ranks this year Promoted 42 to rank of Sergeant Promoted 32 to rank of Lieutenant Promotions for Lieutenant Colonel and Major forthcoming
	 IACP training Completed one training class of 36 in August 2018. Next class of 36 will be in October 2018
Compensation and benefits	 Communication - Total rewards marketing Sick leave bank \$0 mental health copay for 10 visits Flat premiums
Operational efficiencies/culture	IACP workforce report (waiting)Engagement action plan

Next Steps

Lateral and Fast Track Revamp

Working with national marketing firm to develop plan

Recruiting Push

- Talent profiles
- Background tool

Retention

- Officer physical and mental wellness initiatives
 - Building a Metro Peer Support network
 - Developing a Mental Health Resource App
 - Planning a Suicide Prevention Campaign
 - Expanding Resiliency Building Programming

MPD Class Start Dates

Class	Start Date
59 th PST	January 19, 2019
PR128	January 19, 2019
PR129	April 1, 2019
60 th PST (Blue Path)	June 24, 2019
PR130	June 24, 2019
PR131	September 30, 2019
PR132	December 16, 2019



Thank you!

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